



DEPARTMENT OF THE ARMY
AND
FEDERAL EMERGENCY MANAGEMENT AGENCY
JOINT MEMORANDUM FOR THE RECORD



I. SUBJECT: The use of Integrated Process Teams (IPTs) as a management tool within the Chemical Stockpile Emergency Preparedness Program (CSEPP).

II. PREAMBLE: The Integrated Process Team management process is designed to encourage innovative problem solving at the management level closest to the issue or concern. Using data (not opinion and guesswork) gathered from all available sources, IPTs seek to monitor, control, and constantly improve the emergency preparedness process by pushing decision making downward, within legal limitations of authority. In the CSEPP, the focus is on improving how emergency preparedness is accomplished in a storage community within established resource limitations. Gains are made in the emergency preparedness process by pooling the skills, talents, and knowledge of the people assigned to an IPT to resolve issues in executing a preparedness function. IPTs are formed at management levels appropriate for resolving the issue(s). This approach allows for inclusion of installation and local and State government representatives at all levels of programmatic decision making.

III. PURPOSE: This Memorandum for the Record sets forth the application of the IPT management structure within CSEPP. The parties agree that IPTs will serve as a central management tool within the program for planning and issue discussion, and agree to utilize IPTs to the maximum extent possible subject to Federal regulations and policy-making limitations.

IV. AUTHORITIES:

A. Title 14, Part B, Section 1412 of Public Law 99-145, the Department of Defense Authorization Act for 1986, that establishes the Chemical Demilitarization Program.

B. Section 1076 of Public Law 104-201, the Department of Defense Authorization Act for 1997, requiring establishment of site-specific IPTs as a management tool for CSEPP.

C. Public Law 92-463 as amended, the Federal Advisory Committee Act (FACA), which limits non-Federal participation in the Federal decision-making process.

D. Title II, Section 204 of Public Law 104-4 waiving FACA requirements in some instances where Federal-level decision-makers seek information or advice from State, local or tribal governments.

E. FEMA's budgetary authorities found at 44 Code of Federal Regulations Parts 13 and 14, Office of Management and Budget Circulars A-87 and A-102, etc.

V. DEFINITIONS:

A. Integrated Process Teams: A small number of individuals representing various governmental entities with multidisciplinary skills, committed to a common purpose, performance goals and approach in identifying problems and, depending on the problem, either resolving it or recommending solutions to decision-makers. There are many types of IPTs. Some suggested types include:

a. Site-Specific IPTs: The primary local forum for identifying site-specific operational issues, proposing solutions to those issues to the appropriate level decision-makers, and implementing programmatic and operational decisions. Each site will have a site-specific IPT.

b. Working IPTs: Optional task-specific groups established as needed by a Site-Specific IPT to resolve distinct technical issues affecting the community. A Working IPT should be composed of the appropriate staff necessary to resolve the technical issue(s) for which it was established. Rather than continuing indefinitely, a Working IPT is disbanded once the technical issue(s) leading to its establishment has been resolved.

c. Functional IPTs: Established on an "as needed" basis to allow Federal, State and local stakeholders to make recommendations and develop proposed solutions on functional issues that affect national operational or programmatic policy.

d. National IPT: Established on an "as needed" basis to allow national decision-makers a forum to discuss issues that affect national CSEPP policy.

e. Stakeholders: The term "stakeholders" shall at least include FEMA Headquarters and Regions, the Army, State, and County CSEPP participants. Depending on the type of IPT established and the issues to be resolved by that IPT, other parties, including Mayors, should be identified as stakeholders and included.

VI. STAFFING:

A. The Regional Director and State Emergency Management Director (State Director) will determine the membership in Site-Specific IPTs. Site-Specific IPTs, however, should include knowledgeable representatives from all agencies with an interest in CSEPP's success and all political subdivisions receiving CSEPP funds (either directly or indirectly) through FEMA's Cooperative Agreement process.

B. Membership of Functional IPTs will be drawn from the grantees, subgrantees, FEMA, and the Army.

C. The National IPT will include the FEMA Headquarters CSEPP Program Manager and the Army's Assistant for Environmental Compliance, Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health). Other participants will be included as warranted on a case-by-case basis.

D. IPT members may invite technical experts or other persons to participate on an "as needed" basis.

E. IPT members may select a facilitator from among the IPT membership.

F. Designees may not participate in lieu of any member without prior agreement of the IPT members. Support staff may accompany principals upon approval of the IPT membership.

VII. ROLES:

A. Site-Specific IPTs: To use national policy, the CSEPP Planning Guidance, the CSEPP Benchmarks, and established principles of emergency management to implement an adequate and effective chemical agent emergency preparedness, response, and recovery capability consistent with the unique characteristics of the site and the local chemical stockpile.

B. Working IPTs: If established, to resolve issues or to recommend solutions to the Site-Specific IPT regarding resolution of a distinct technical issue or related issues affecting the community.

C. Functional IPTs: To use national policy, the CSEPP Planning Guidance, the CSEPP Benchmarks, and established principles of emergency management to propose new policy or guidance or recommend revisions to existing policy or guidance to the appropriate decision-makers, or develop operational procedures that can be utilized at the State or local levels to implement national policy.

D. National IPT: To provide a forum in which senior Headquarters personnel:

- a. Recommend national CSEPP policy to the appropriate Federal agency for decision.
- b. Consider and make recommendations to the national program managers on pending emergency preparedness issues accepted from a Site-Specific IPT or Functional IPT.
- c. Review site capability status updates provided on a semi-annual basis by regional personnel.

VIII. RESPONSIBILITIES:

A. Site-Specific IPTs:

- a. Develop lines of communication among all stakeholders, which will foster cooperation and trust in the program implementation process.
- b. Work proactively to provide site-specific input early in the decision-making process.
- c. Implementation issues:
 1. Review programmatic policy/guidance, and develop consensus regarding the most effective and appropriate method for implementing that policy at the site.
 2. Raise issues which are beyond the ability of the Site-Specific IPT to resolve to the National IPT for consideration/resolution consistent with the procedure outlined in Section X.

d. Policy issues:

1. Determine the process to be used for identifying issues that affect national policy/guidance. .
2. Raise policy issues to the national Program Mangers or existing National IPT for consideration.

B. Functional IPTs:

- a. Define the goals for resolving the problem(s) that resulted in the IPT's formation.
- b. Collect, analyze, and present relevant information to develop and compare workable alternatives to the problem(s).
- c. Recommend a proposed course of action from these alternatives.
- d. Where appropriate to the Functional IPT's mission, recommend new policy or guidance, or revisions to existing policy or guidance to the appropriate decision-makers.
- e. Develop the method for forwarding the proposed alternatives, along with the recommended solution, to the decision-makers for consideration consistent with the procedures outlined in Section X.

C. National IPT:

- a. Determine the conditions under which unresolved site-specific issues before any Site-Specific IPT will be accepted by the National IPT for consideration/resolution.
- b. Determine the conditions under which unresolved issues before any Functional IPT will be accepted by the National IPT for consideration/resolution.
- c. Determine criteria for convening the National IPT to develop national CSEPP policy recommendations for presentation to the appropriate Federal decision-making agency.

IX. IPT AUTHORITY:

- A. Each member of any IPT brings to the table the level of decision making authority delegated to that member by the

representative's management principal. Decision making authority can equal, but may not exceed, the level of authority the principal has over the issue under consideration.

B. Site-Specific IPTs:

- a. IPTs should focus on reviewing programmatic policy/guidance and developing consensus regarding the most effective and appropriate method for implementing the program at the site.
- b. At the discretion of the State Director, Site-Specific IPTs may discuss financial and budgetary issues, and make recommendations on budgetary changes.
- c. Consistent with Federal law, policy decisions must remain with Federal decision-makers. However, Site-Specific IPTs may propose changes to CSEPP policy.

C. Functional IPTs:

- a. Functional IPTs are technical bodies established to review programmatic policy/guidance and develop recommendations regarding the most effective and appropriate operational procedures to remedy identified programmatic implementation difficulties.
- b. Functional IPTs may also propose new policy or guidance or recommend revisions to existing policy or guidance to program decision-makers.
- c. Where consensus recommendations are reached, they will be forwarded to the appropriate decision-makers for consideration and action.
- d. If consensus cannot be reached, the majority recommendation, along with all dissenting opinions, will be forwarded to the appropriate decision-makers for consideration and action.

D. National IPT:

- a. The National IPT independently assesses the recommendations forwarded from lower level IPTs, along with any dissenting comments, and makes recommendations to address the specific issue(s) involved to the appropriate decision-making body.

b. The National IPT may also propose new policy or guidance or recommend revisions to existing policy or guidance to program decision-makers.

X. PROCEDURES FOR FORWARDING UNRESOLVED ISSUES TO NEXT HIGHER IPT BODY:

A. For IPTs to function as intended, it is imperative that most issues are resolved and policy implemented at the lowest governmental level possible. Thus, every effort should be made to resolve an issue before it is forwarded to a higher level IPT for consideration.

B. Where the IPT members agree that resolution cannot be reached despite all reasonable efforts, the members will develop an issue package for presentation to the next level IPT.

C. This package will include a description of the issues under consideration, all reasonable options for resolution of that issue, the pros and cons of each option considered, and, when possible, a recommended solution with justifications.

D. Once the package is received by the next level IPT for review, that IPT will expeditiously determine a time schedule for issue consideration and, if possible, a proposed deadline for resolution, and communicate that information to the originating IPT.

XI. GUIDELINES FOR IPT MEETINGS:

A. Focus: An IPT meeting should have a clear mission, ~~or~~ focus, and issue(s) to be resolved. The IPT should clearly articulate the IPT's purpose or goal at the outset of the process.

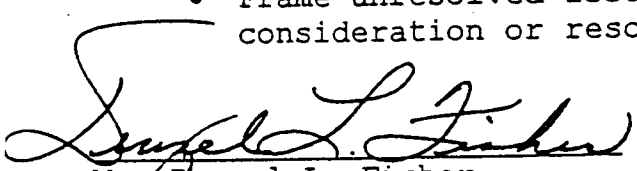
B. Agenda: To ensure productive meetings, a detailed agenda with timelines for each topic and supporting material as necessary will be distributed to IPT participants at least five business days before an IPT meeting.

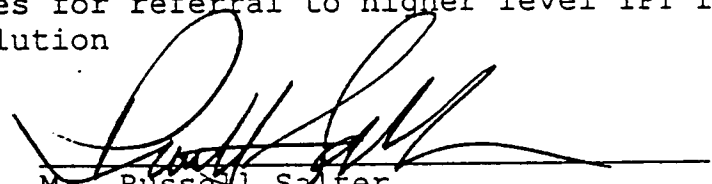
C. Frequency of Meetings: Once established, IPTs may meet as often as necessary to understand and build program strategies and to resolve issues or to produce a specified product. With that objective, the IPT should only convene for that specified purpose at a scheduled time. An IPT should not convene regularly or continuously unless specific issues remains to be completed.

Advance notice of a meeting should be provided as soon as the date is known

D. Meeting Summaries: Comprehensive meeting summaries should be prepared and expeditiously distributed to all IPT members following completion of the meeting. Meeting summaries should:

- Record attendance
- Review and concur on meeting summary from the previous meeting
- Document any agreements reached by the IPT
- Document continuing areas of disagreement
- Document action items and suspenses
- Set a draft agenda for the next meeting
- Frame unresolved issues for referral to higher level IPT for consideration or resolution


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